

Fig. 1

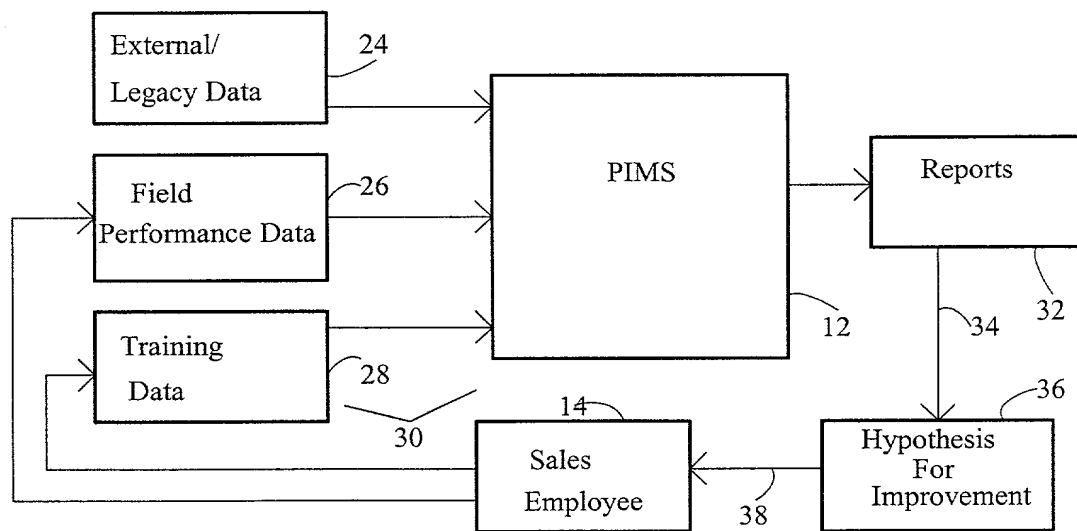
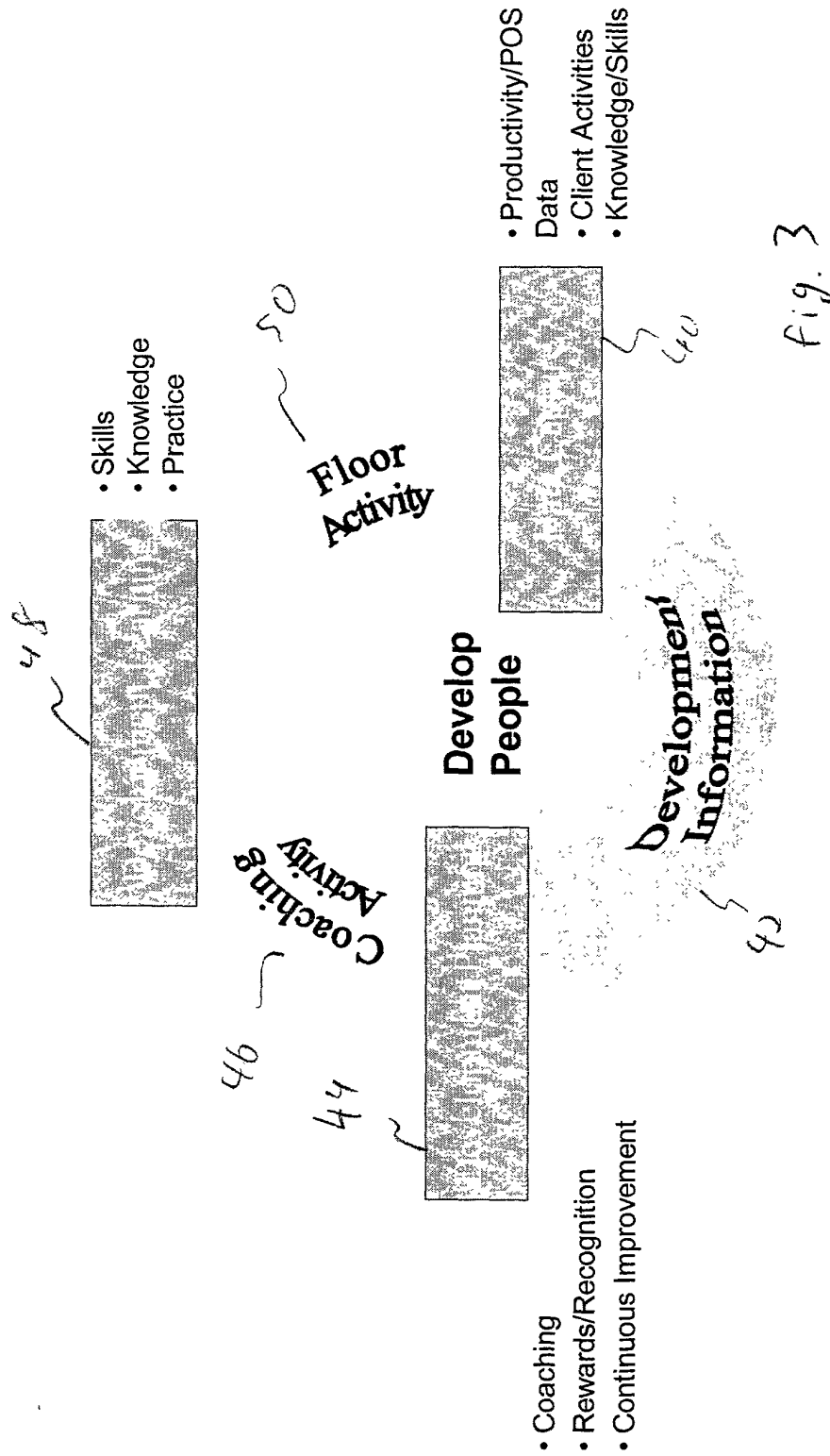


Fig. 2



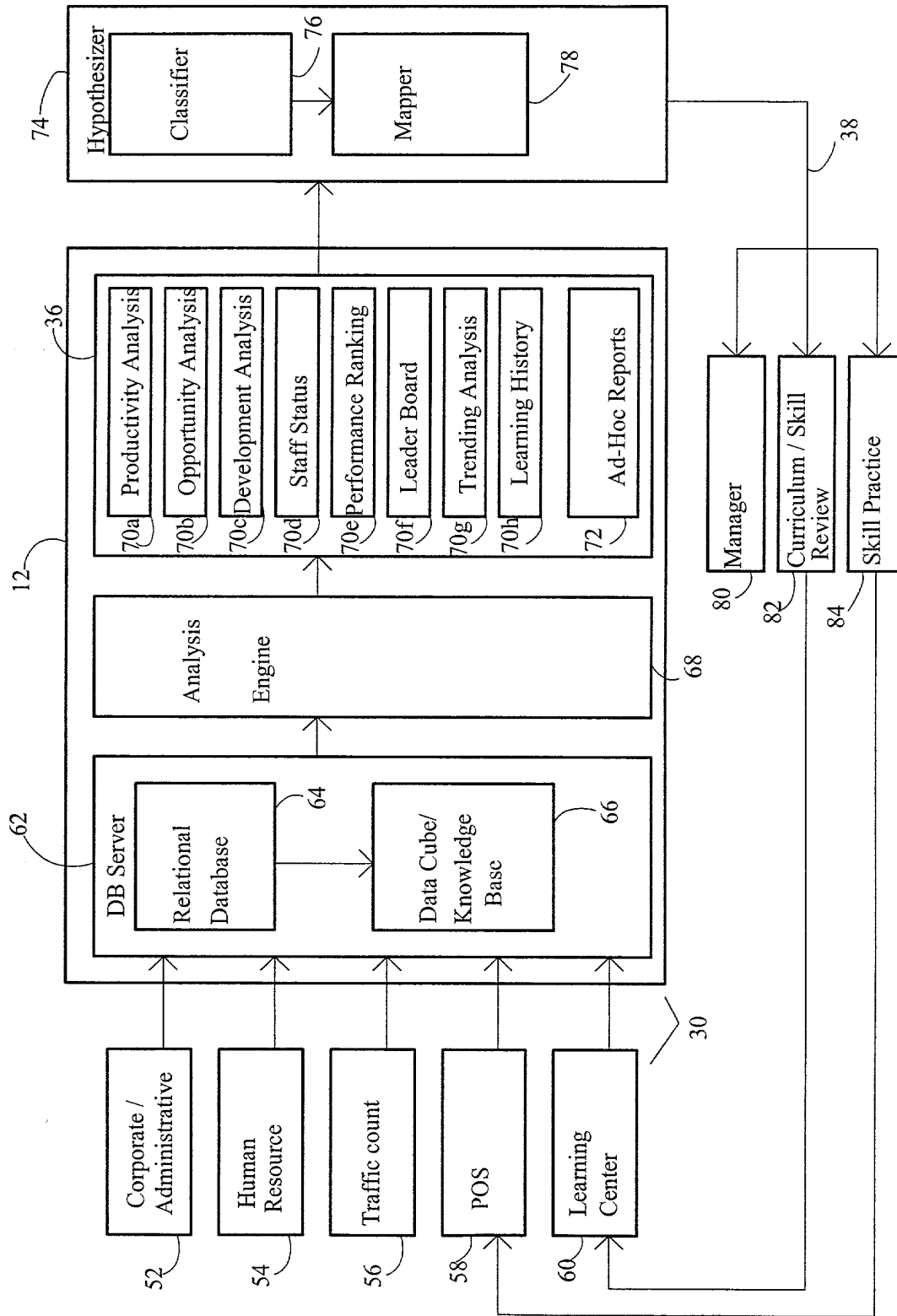


Fig. 4

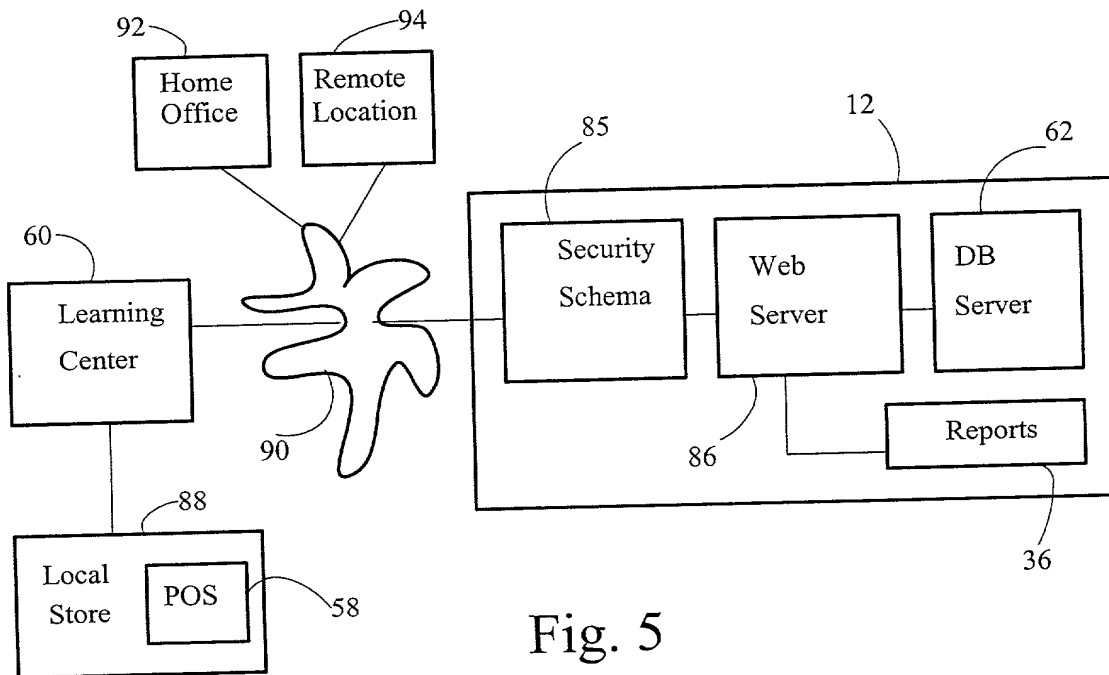


Fig. 5

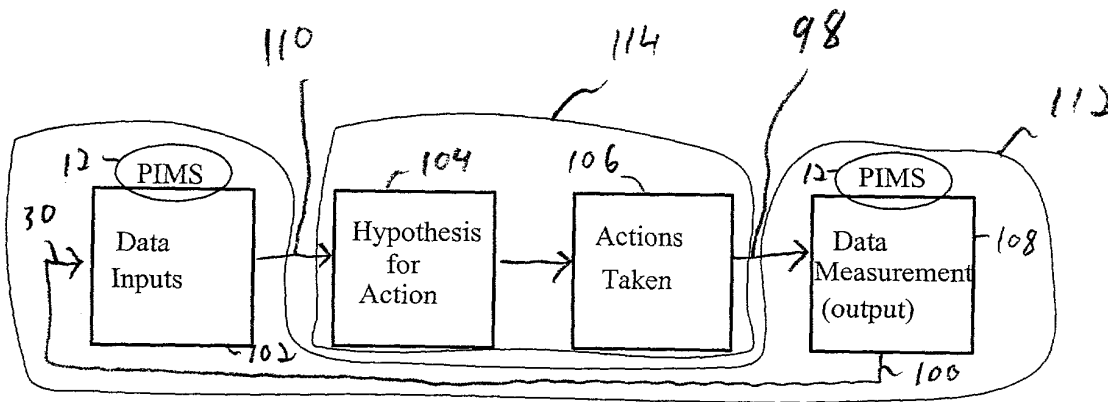


Fig. 6

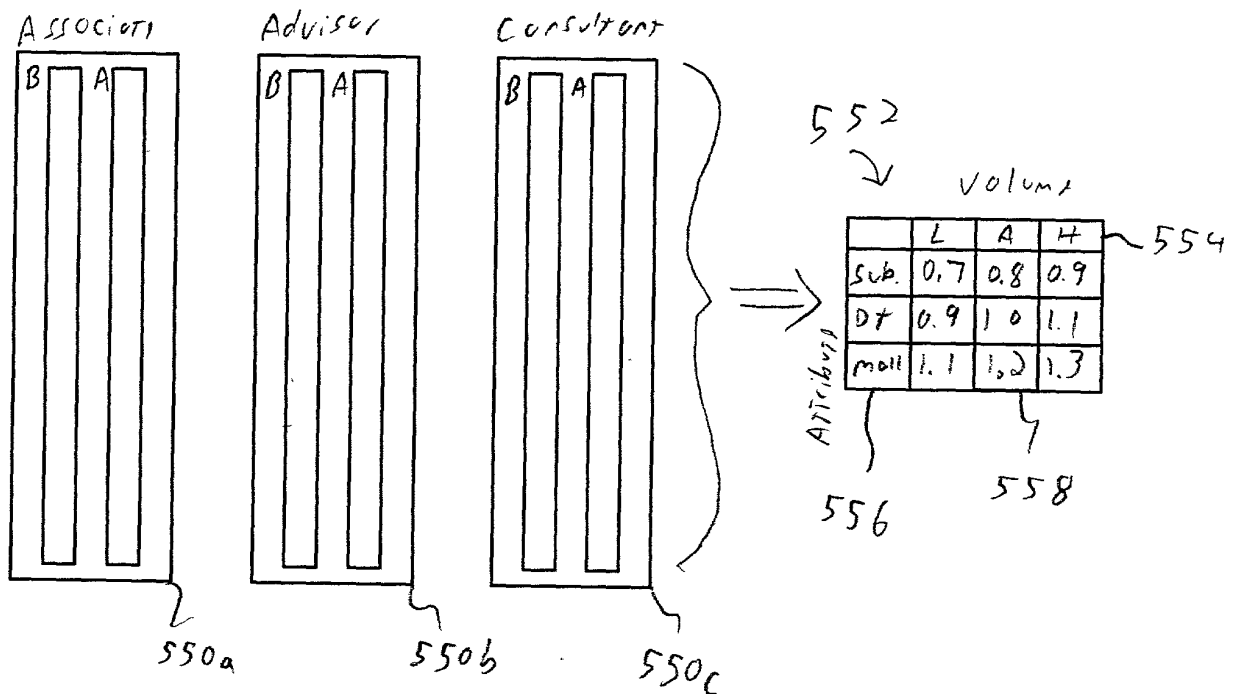


Fig. 10

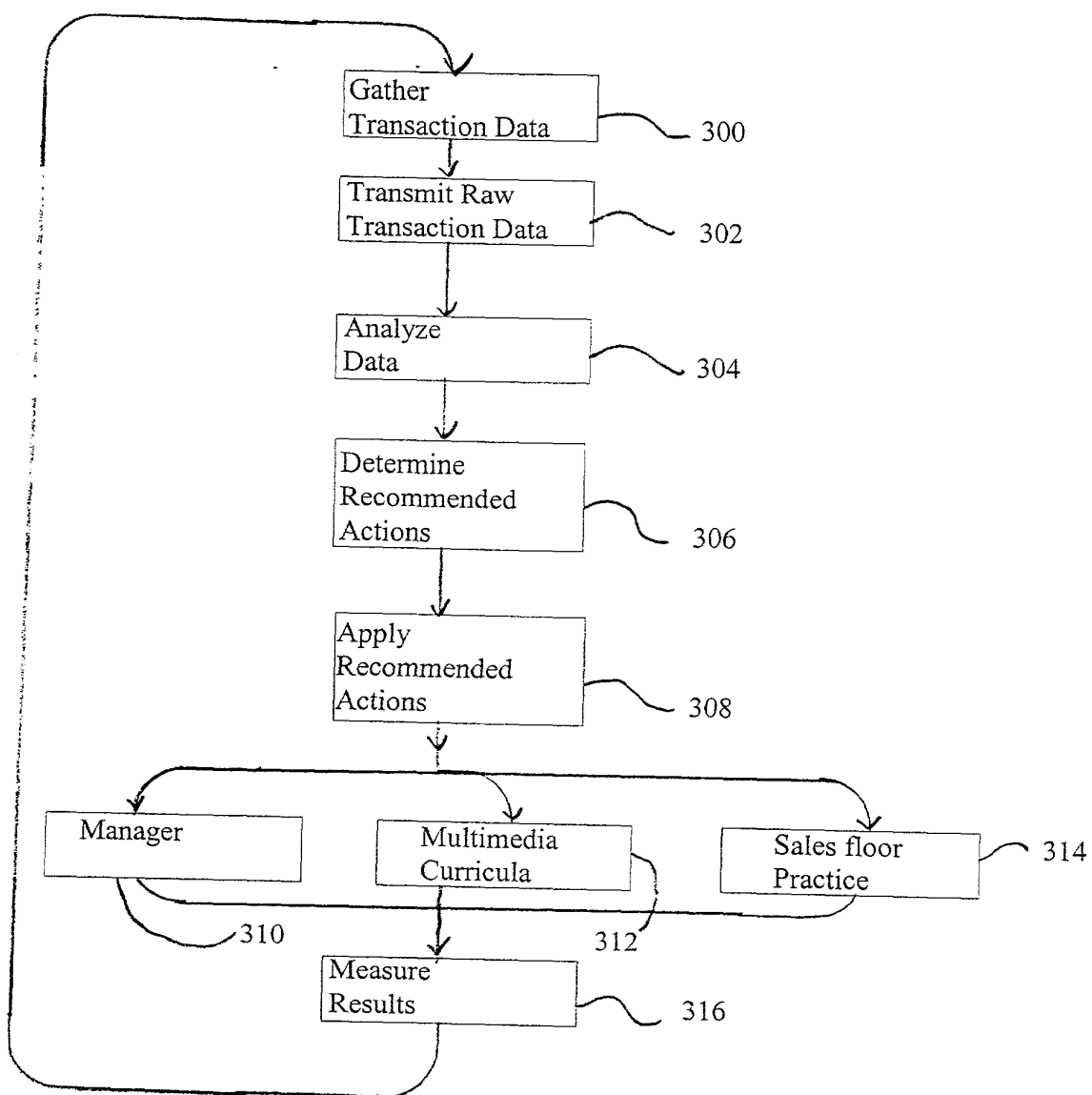


Fig. 7a

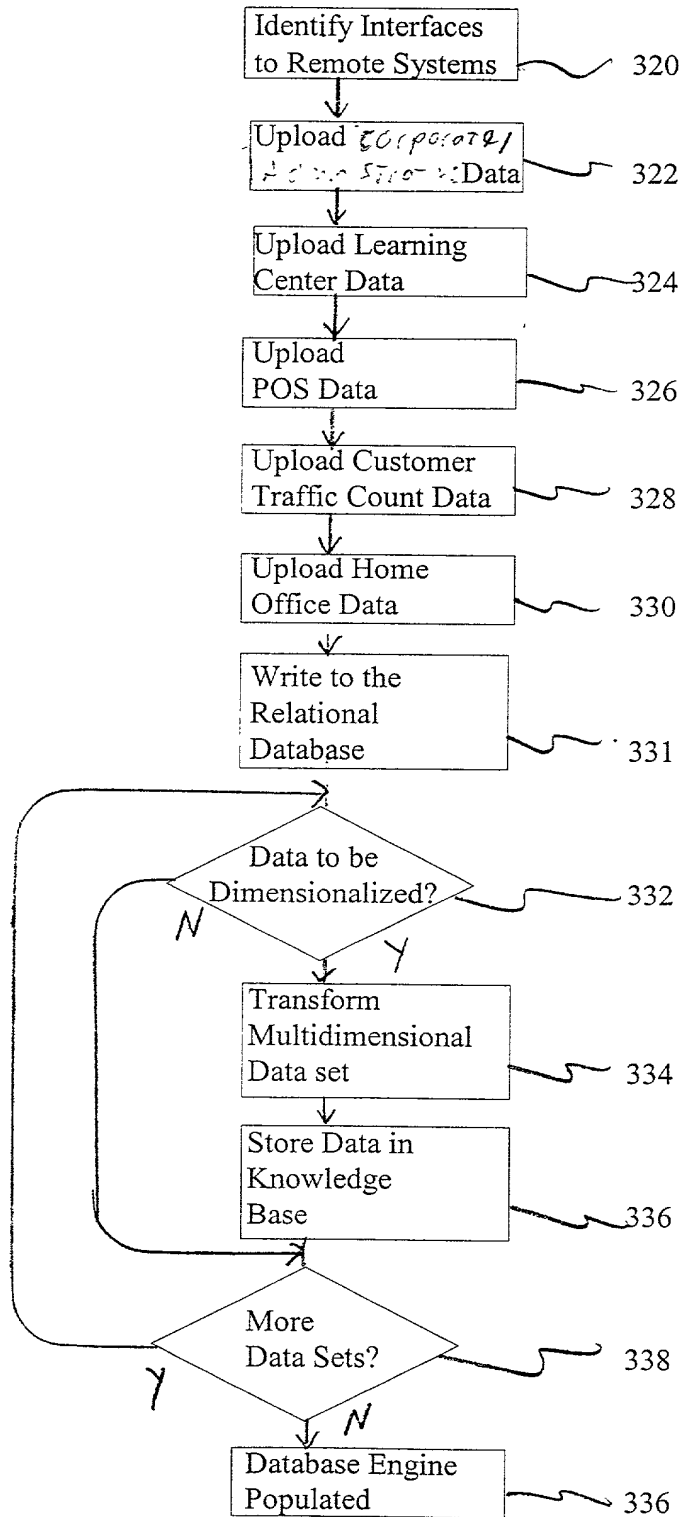


Fig. 7b

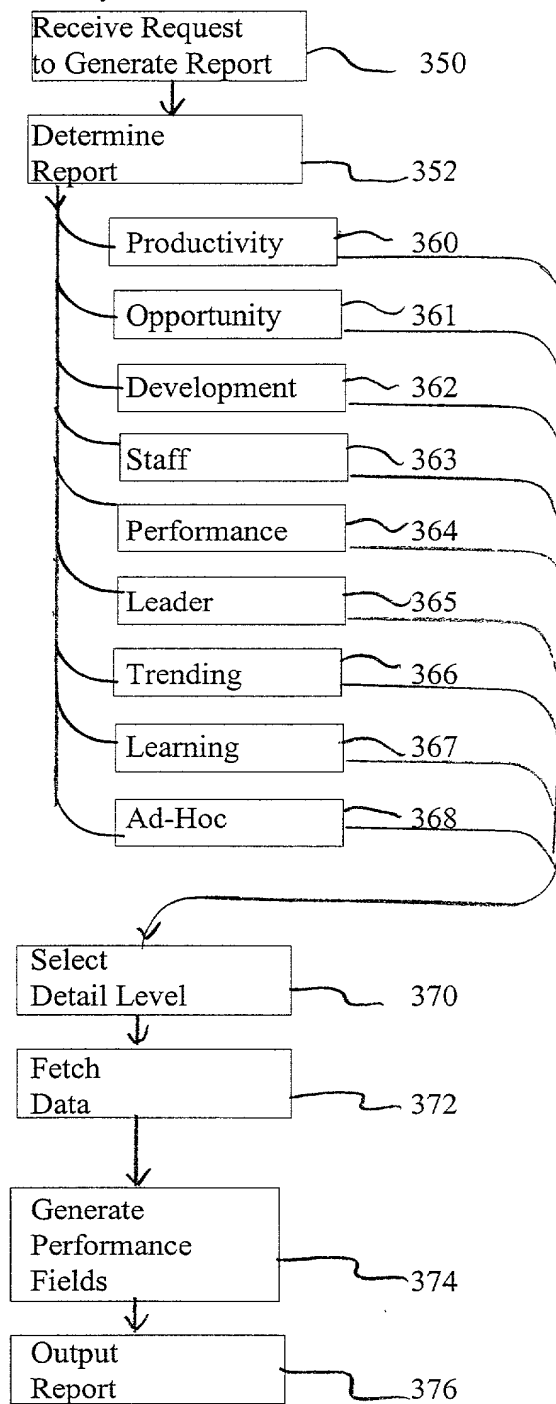


Fig. 7c

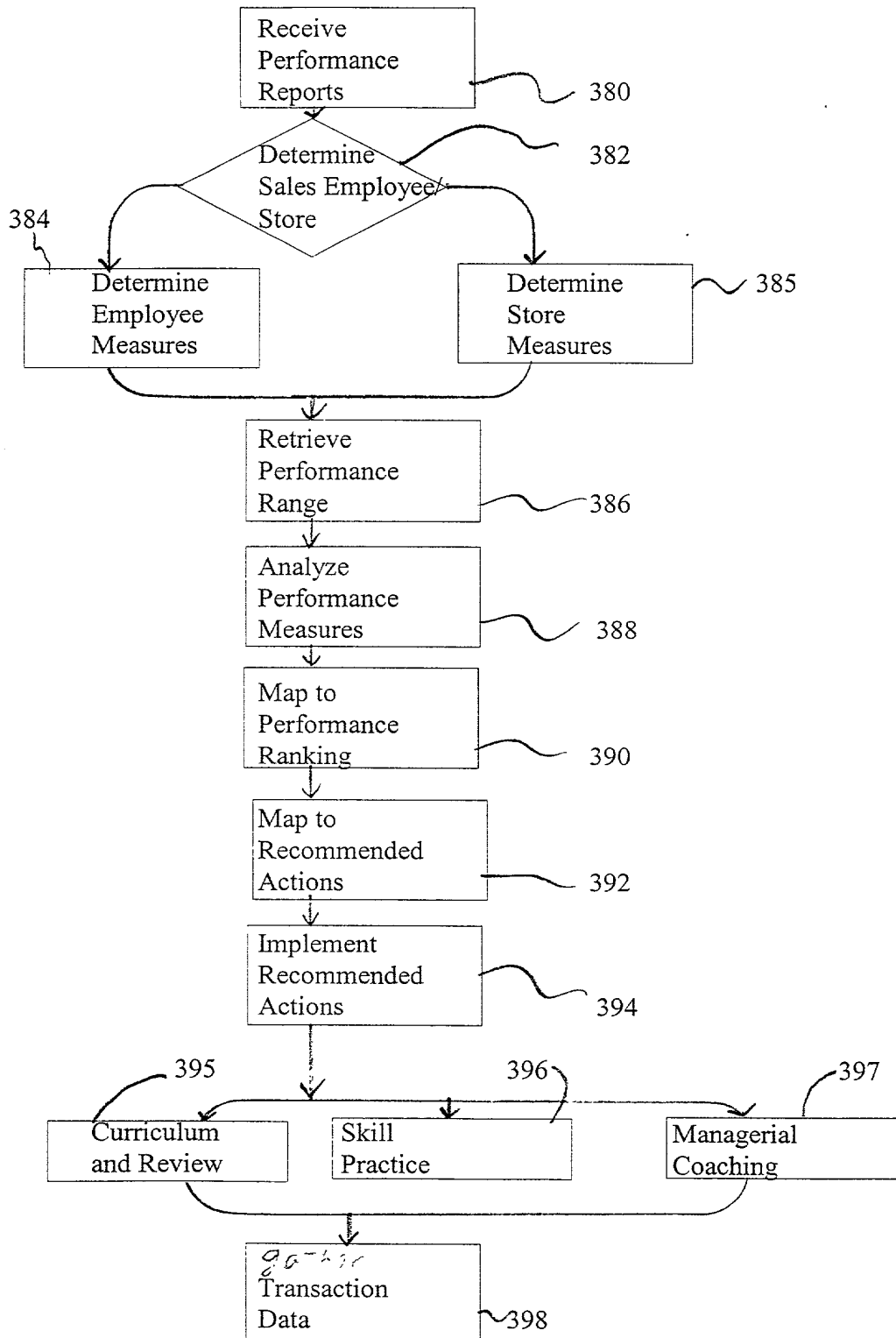
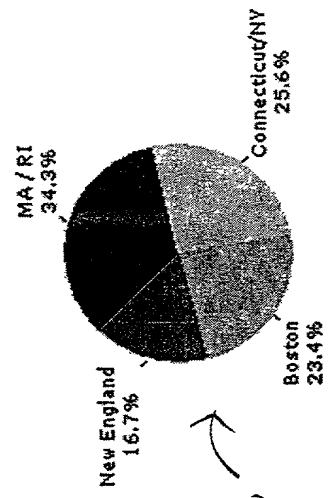


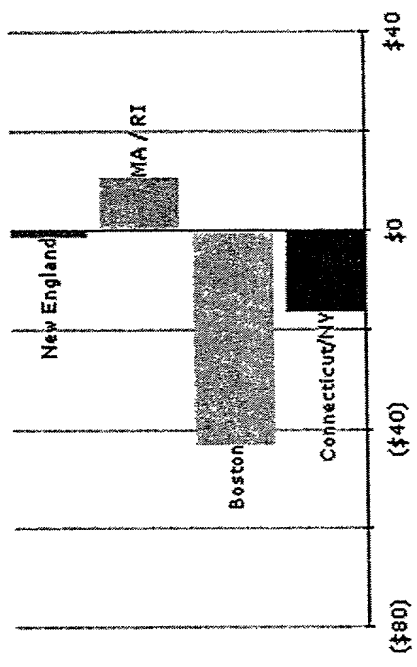
Fig. 7d

Net Sales Contribution

Net Sales Contribution



Goal Variance (000s)



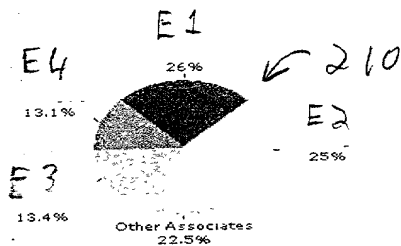
Productivity
Sorted by Net Sales

Number/Name	Gross Sales (000s)	Return Sales (000s)	Net Sales (000s)	Goal Var (000s)	Proact. Sales (000s)	SPH	DPT	UPT	# of Trans (000s)	Foot Traffic (000s)	Conv. %	Hours (000s)	Last Year Net Sales (000s)	Current Week Net Sales (000s)	Goal Var (000s)
Daily Totals	572	(93)	479	528	0	4,211	88	1.8	5	20	21	0	24	1,888	
WTD Total	3,473	(646)	2,827	2,571	256	3,301	79	1.9	36	110	26	1	163	1,638	
MTD Total	6,727	(1,267)	5,460	5,180	280	3,272	83	1.9	66	235	23	2	324	1,583	
QTD Total	19,577	(3,681)	15,896	14,533	(78,637)	1,805	91	1.9	175	721	20	9	928	1,621	
MA / RI	188	(33)	155	143	11	4,218	87	1.8	2	6	19	0	-	695	144
Connecticut/NY	164	(28)	135	152	(16)	3,795	91	1.9	1	3	26	0	-	738	81
Boston	125	(17)	108	151	(43)	4,178	85	1.8	1	6	21	0	-	749	(55)
New England	95	(15)	81	82	(1)	5,208	88	1.8	1	5	19	0	-	389	186

Fig. 8a

Weekly Productivity Analysis

Net Sales Contribution



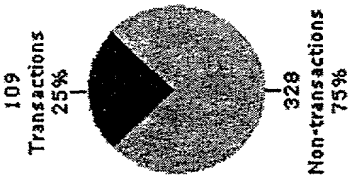
Productivity
 Sorted by Net Sales

Number/Name	Gross Sales	Return Sales	Net Sales	Goal	Goal Var %	Product Sales	SPH	DPT	UPT	# of Trans	Foot Traffic	Conv %	Hours	Last Year Net Sales	Net Sales Var %	Current Month Net Sales	Goal	Goal Var %
WTL Total	113,609	(28,961)	84,648	95,156	(10,508)	0	1,496	67	1.8	1,255	6,295	20	59	89,500	15%			
MTL Total	413,261	(124,890)	288,381	256,850	31,531	0	1,999	66	1.9	4,372	18,497	23	144	241,400	14%			
YTL Total	3,814,448	(814,452)	3,199,497	7,083,750	(3,884,253)	0	4,341	153	1.8	20,876	99,100	20	737	1,708,000	37%			
Associate E1	27,071	0	27,071			0	-	104	2.5	260			0			97,840	0	
Associate E2	26,029	0	26,029			0	-	145	2.8	180			0			67,391	0	
Associate E3	13,971	1,621	13,903			0	6,179	82	2.2	169			2			53,405	-	
Associate E4	13,637	0	13,637			0	-	77	2.1	178			0			58,925	0	
Associate E5	7,360	0	7,360			0	-	66	2.1	111			0			16,597	0	
Associate E6	2,854	0	2,854			0	394	71	2.1	40			7			13,834	0	
Associate E7	2,821	0	2,821			0	-	69	2.1	41			0			9,914	0	
Associate E8	2,793	0	2,793			0	-	50	1.8	56			0			21,977	0	
Associate E9	2,136	140	2,096			0	-	87	1.8	24			0			6,101	0	
Associate E10	1,694	0	1,694			0	-	68	1.8	25			0			7,260	0	
Associate E11	1,355	(240)	1,115			0	496	112	3.2	10			2			9,434	0	
Associate E12	1,104	0	1,104			0	-	85	2.5	13			0			14,869	0	
Associate E13	667	(178)	609			0	-	87	1.4	7			0			5,977	0	
Associate E14	972	(511)	461			0	-	35	1.1	13			0			6,648	-	
Associate E15	996	(511)	436			0	-	23	0.9	19			0			932	-	
Store Manager E16	364	(164)	80			0	-	16	1.0	5			0			385	-	

Fig. 8b

Monthly Opportunity Analysis 2002

Foot Traffic (000s)



Conversion Analysis

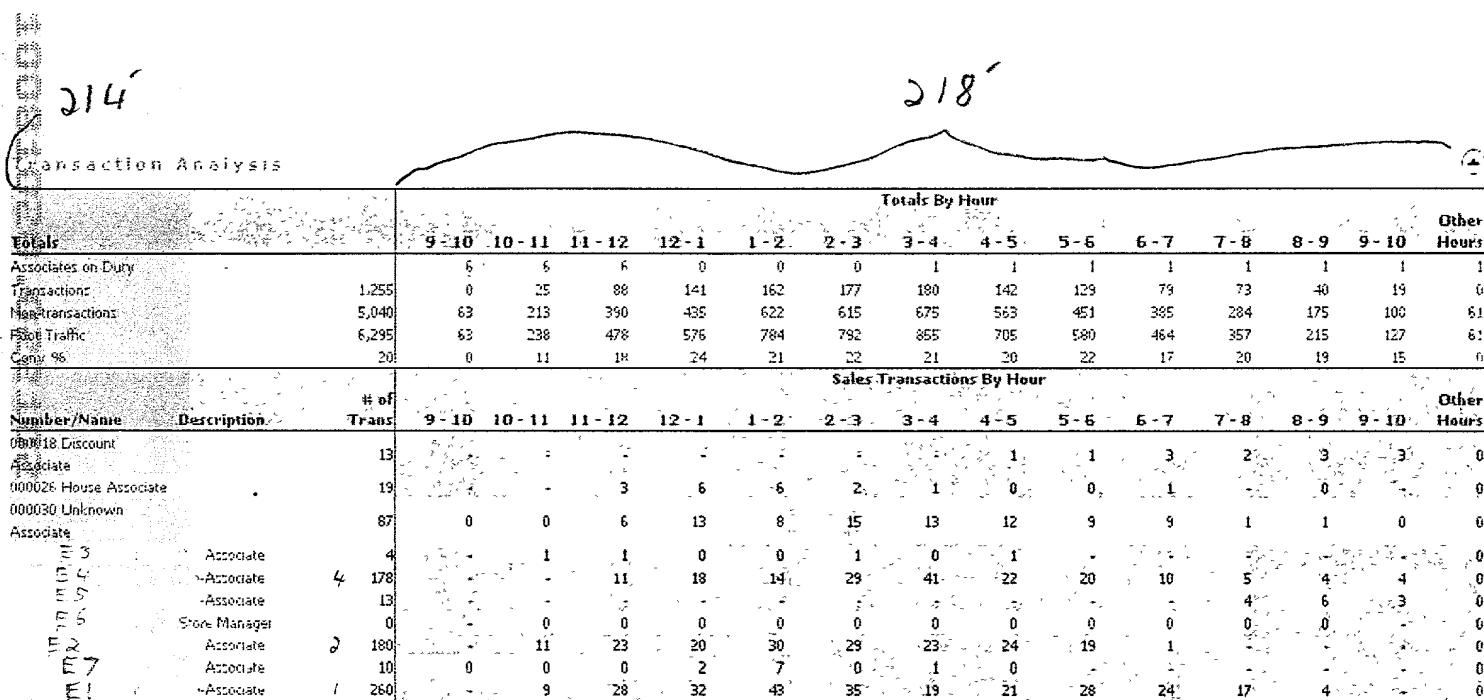
		Totals By Hour (000s)												Other	
		9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	Hours
Totals (000s)		1	5	9	12	15	14	13	12	10	7	6	4	2	0
Transactions (000s)	109	1	5	9	12	15	14	13	12	10	7	6	4	2	0
Non-transactions (000s)	328	1	5	9	12	15	14	13	12	10	7	6	4	2	0
Foot Traffic (000s)	437	1	5	9	12	15	14	13	12	10	7	6	4	2	0
Conv %	23	1	5	9	12	15	14	13	12	10	7	6	4	2	0
		Conversion % By Hour												Other	
		9-10	10-11	11-12	12-1	1-2	2-3	3-4	4-5	5-6	6-7	7-8	8-9	9-10	Hours
Number/Name		9	5	9	12	15	14	13	12	10	7	6	4	2	0
Connecticut/NY	31	5	27	32	31	31	30	29	33	36	30	27	27	27	17
Boston	28	4	21	23	24	24	22	22	22	24	25	26	24	24	0
NY/Rt	33	19	19	22	22	22	20	20	22	21	21	19	20	25	17
New England	17	9	20	22	22	23	21	23	23	24	22	20	21	23	9

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File 8c

Weekly Opportunity Analysis



202'

Fig. 8d

Associate E1

Development Analysis 45

Productivity Summary

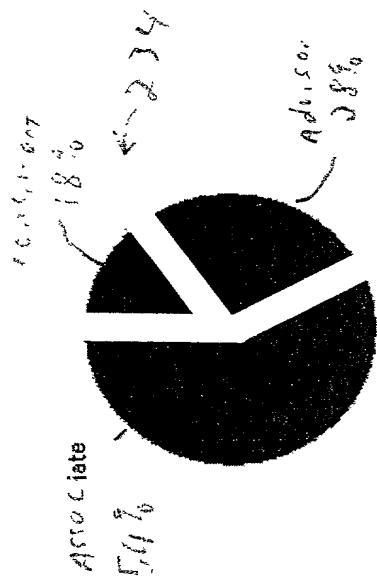
	Gross Sales	Return Sales	Net Sales	Goal	Var \$	Goal	Proactive Sales	SPH	DPT	UPT	TPH	# of Trans
MTD Total	110,058	(246)	109,812	-	-	-	0	-	150	2.5	324	730
YTD Total	285,451	(2,366)	283,085	-	-	-	0	-	146	2.4	800	11800

fig. 8e

Fig. 8f

Staff Status

Staff Levels



230

Number/Name	Associates (Associates in Training)		Advisors (Consultants in Training)		Consultants	
	Advanced	Certified	Advanced	Certified	Advanced	Total
0005 Connecticut/NY	100	0	50	0	29	179
0006 Boston	100	0	60	0	26	191
0024 MA/RI	60	0	30	0	26	116
0042 New England	350	0	180	0	119	649
Total						

232

Fig. 8f

Performance Ranking

240

Number/Name	Gross Sales (000s)	Return Sales (000s)	Net Sales (000s)	Goal (000s)	Goal Var. (000s)	LY Net Sales (000s)	Product Sales Total (000s)	% Sales	SPH	DPT	UPT	# of Trans (000s)	Traffic (000s)	Conv. %	Hours (000s)
Connecticut/NY	3,326	(729)	2,597	2,711	(114)	-	0	0	2,817	83	1.9	31	73	29	1
MA/RI	3,318	(767)	2,551	2,510	40	-	0	0	3,353	78	1.8	33	156	18	1
Boston	2,852	(569)	2,283	2,798	(515)	600	0	0	2,033	81	1.9	28	127	21	1
New England	1,795	(344)	1,451	1,327	123	-	0	0	1,769	83	1.9	17	81	20	1

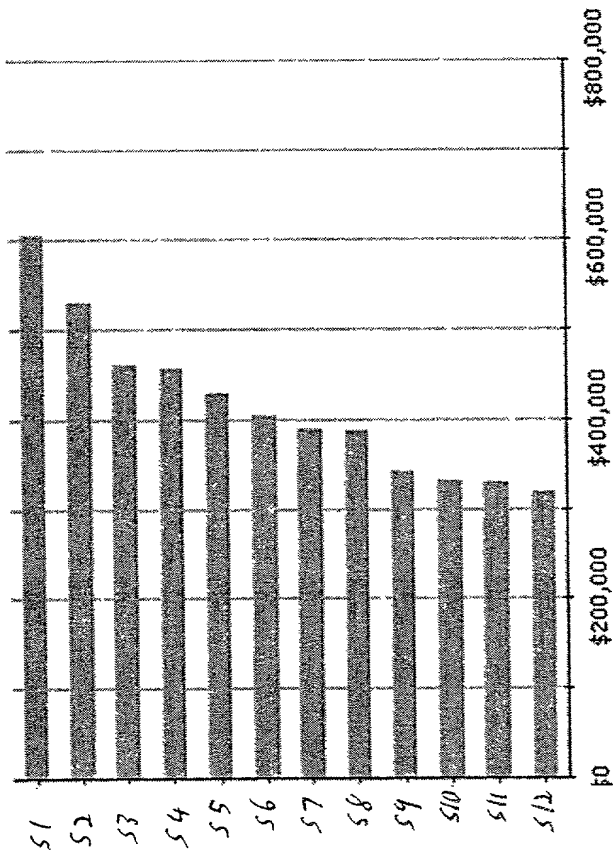
236

238

fig. 8g

Leader Board

Net Sales



248 →

242

Rank	Net Sales
1	606,931
2	531,718
3	461,874
4	459,173
5	432,294
6	405,657
7	391,964
8	388,883
9	344,313
10	332,095
11	331,600
12	319,592

Fig. 8h

246

244

Monthly Trending Analysis

Productivity		2001-Period 10		2001-Period 9		2001-Period 8		2001-Period 7		2001-Period 6		2001-Period 5	
Number/Name		Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal
Total		8,881,717	9,346,925	27,470	9,802,627	0	12,077,480	6,378,590	6,792,985	10,744,393			
Net Sales		2,450		10		0							
SPH		81		96									
DPT		11.9		2.2									
UPT		30		6									
TPH		23		1									
Conv %													
Connecticut/NY													
Net Sales		2,596,960	2,711,111	0	2,763,975	0	3,418,083	1,695,117	1,963,114	2,958,411			
SPH		2,817		0		0							
DPT		83		-		-							
UPT		1.9		-		-							
TPH		34		-		-							
Conv %		30		0		-							
Boston													
Net Sales		2,283,313	2,796,237	22,098	3,280,156	0	3,985,591	2,156,003	2,072,636	3,271,754			
SPH		2,033		38		0							
DPT		81		103		-							
UPT		19		2.3		-							
TPH		25		0		-							
Conv %		22		1		-							
MA / RI													
Net Sales		2,550,825	2,510,361	78	2,500,513	0	3,118,615	1,589,860	1,706,599	2,652,819			
SPH		3,353		0		0							
DPT		78		78		-							
UPT		1.8		1.0		-							
TPH		43		0		-							
Conv %		21		-		-							
New England													
Net Sales		1,450,619	1,327,216	5,294	1,257,983	0	1,555,191	937,610	1,050,636	1,361,409			
SPH		1,769		8		0							
DPT		83		77		-							
UPT		19		2.0		-							
TPH		21		0		-							
Conv %		22		1		-							

Fig. 8i

254

250

Associate

F1

Learning History

257

Curriculum Description	Sequence Description	Course Description	Test Score	Start Date	Complete Date	Last Access Date	Coupled Time
Client Relationship	Associate Level	Associate Level Evaluation	100	05/16/2001	05/21/2001	05/21/2001	1.5
Client Relationship	Advisor Level	Advisor Level Evaluation	100	07/16/2001	07/23/2001	07/23/2001	1.5
Client Relationship	Consultant Level	Consultant Level Evaluation	100	09/16/2001	09/25/2001	09/25/2001	1.5

256 258

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262

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fig 8j

ASSOCIATE

# Trans	UPT	DPT	Action(s)
L	L	L	1 + 2 + 3
L	L	A	1 + 2
L	L	H	1 + 2
L	A	L	1 + 2
L	A	A	1 + 2
L	A	H	Congratulate on good job with the clients you work with 1 + 2
L	H	L	1 + 2
L	H	A	1 + 2
L	H	H	Congratulate on good job with the clients you work with 1 + 2
A	L	L	3
A	L	A	3
A	L	H	3
A	A	L	3
A	A	A	Congratulate on good job 3
A	A	H	Congratulate on good job 3
A	H	L	3
A	H	A	Congratulate on good job 3
A	H	H	Congratulate on good job 3
H	L	L	3
H	L	A	3
H	L	H	3
H	A	L	3
H	A	A	Congratulate on great job 3 (?)
H	A	H	Congratulate on great job 3 (?)
H	H	L	Congratulate on great job
H	H	A	Promotion Candidate
H	H	H	Promotion Candidate

L = Low, A = Average, H = High

1 = Preparing Yourself 2 = Engaging Client 3 = Sharing Information

Fig. 9a

Level:

Advisor

UPT	# Trans	DPT	Action(s)
L	L	L	1 + 2
L	L	A	1 + 2
L	L	H	1 + 2
L	A	L	1 + 2
L	A	A	1 + 2
L	A	H	1 + 2
L	H	L	1 + 2
L	H	A	1 + 2
L	H	H	1 + 2
A	L	L	3 + 2
A	L	A	3 + 2
A	L	H	3 + 2
A	A	L	3 + 2
A	A	A	Congratulate on good job 3
A	A	H	Congratulate on good job 3
A	H	L	2 (?)
A	H	A	Congratulate on good job
A	H	H	Congratulate on good job
H	L	L	3
H	L	A	3
H	L	H	3
H	A	L	Congratulate on great job
H	A	A	Congratulate on great job Possible Promotion Candidate
H	A	H	Congratulate on great job Possible Promotion Candidate
H	H	L	Promotion Candidate (?)
H	H	A	Promotion Candidate
H	H	H	Promotion Candidate

L = Low, A = Average, H = High

1 = Understanding Needs 2 = Creating Solutions 3 = Balancing Experiences

fig. 96

Consultant

524

# Phone Contacts	# Appts	# Clients	Action(s)
L	L	L	1 + 2
L	L	A	1 + 2
L	L	H	1 + 2
L	A	L	1
L	A	A	1
L	A	H	2 + 1
L	H	L	1
L	H	A	Congratulate on working well proactively with client; find out why low phone contact
L	H	H	Congratulate on working well proactively with client; find out why low phone contact
A	L	L	2 + 1
A	L	A	2
A	L	H	2
A	A	L	2 + 1
A	A	A	2
A	A	A	Congratulate on good job
A	A	H	2
A	A	H	Congratulate on good job
A	H	L	2 + 1
A	H	A	2
A	H	A	Congratulate on good job
A	H	H	2
A	H	H	Congratulate on good job
H	L	L	2 + 1
H	L	A	2
H	L	H	2
H	A	L	2 + 1
H	A	A	2
H	A	A	Key player to leverage & possibly promote
H	A	H	2
H	A	H	Key player to leverage & possibly promote
H	H	L	Key player to leverage and promote and find out why low clients
H	H	L	1
H	H	A	Key player to leverage and promote
H	H	H	Key player to leverage and promote

L = Low, A = Average, H = High

1 = Offering Services 2 = Delighting Clients 3 = Driving Business

526

Fig. 9c

Level: Store

528

Usage of DCE Tools	Sales Associate Issues	Team Composition	Action
N	L	L	Congratulate on good job 3
N	L	A	Congratulate on great job
N	L	H	Congratulate on good job 3
N	A	L	3
N	A	A	No action – watch for improvement
N	A	H	3
N	H	L	2 + 3
N	H	A	2
N	H	H	2 + 3
Y	L	L	1 + 3
Y	L	A	1
Y	L	H	1 + 3
Y	A	L	1 + 3
Y	A	A	1
Y	A	H	1 + 3
Y	H	L	SM needs immediate help. 1 + 2 + 3
Y	H	A	SM needs immediate help. 1 + 2
Y	H	H	SM needs immediate help. 1 + 2 + 3

N = No, Y = Yes

L = Low/Under staffed, A = Average/Appropriately staffed, H = High/Over staffed

4/30/01

- 530 {
- 1 = Phone SM and schedule store visit to discuss learning tools
 - 2 = Plan store visit and coach SM to prepare individual development plan
 - 3 = Plan quarterly/semi-annual store visit to review personnel strategy and development plan

Fig. 9d